MASTER OF SCIENCE IN STRATEGIC BRAND COMMUNICATION

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This Master of Science in Strategic Brand Communication (MS SBC) degree is an online program jointly sponsored by the Charles H. Sandage Department of Advertising in the College of Media and the Department of Business Administration in the College of Business. The degree program will launch in January 2017 and graduates from this program receive the MS SBC degree awarded by the Graduate College. Strategic Brand Communication (SBC) is a data-driven, purposeful conversation with a brand’s stakeholders. SBC combines traditional advertising practices with contemporary business thinking that pertains to delivering consistent, meaningful messages to consumers. In so doing, SBC seeks to integrate multiple consumer contact points that occur through the purchase of commercial messages in paid, earned, and owned media to deliver persuasive and impactful statements about brands and companies.

This management process integrates all aspects of marketing communications such as advertising, public relations, personal selling, social media, sales promotion, and direct marketing. Such integration impacts a firm’s business-to-business, marketing channel, customer-focused, and internally directed communications.

The MS SBC degree program is designed for current working professionals with at least two years full-time experience in their field. The proposed program is designed to be completed in 15 months. The program will prepare students to: be strategic leaders in an ever-changing global media environment; be analytic and integrative thinkers; be effective brand communicators and managers; respond agilely to new technologies, emerging media, new demographics, and market trends; be team-oriented in their approach to management and communications; and be prepared to continue to learn as the media environment evolves.

To be admitted into this program, applicants must have at least two years of full-time work experience. All applicants are expected to have a minimum grade point average of at least 3.0 (A = 4.00) for the last two years of undergraduate study and a 3.0 for any previous graduate work completed. All applicants whose native language is not English must submit a minimum Test of English as a Foreign Language (TOEFL) score of at least 102 (iBT), 253 (CBT), or 610 (PBT); or minimum International English Language Testing System (IELTS) academic exam scores of 6.5 overall and 6.0 in all subsections. Prerequisite: course in Statistics or Calculus from an accredited institution. The admissions criteria will be based upon an evaluation of each applicant’s work experience, GPA, English aptitude, and letters of recommendation.

A minimum GPA of 2.75 is required for continued enrollment.

Course List

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1 For additional details and requirements refer to the department’s program information online and the Graduate College Handbook (http://www.grad.illinois.edu/gradhandbook).

ADV Class Schedule (https://courses.illinois.edu/schedule/DEFAULT/DEFAULT/ADV)

Advertising Courses

ADV 509 Media Entrepreneurship credit: 3 Hours.
Introduces students to the foundations of entrepreneurship and evolving business models for media. Students are introduced to the foundation and context of entrepreneurship. The course will cover the skills and practices necessary for new entrepreneurial ventures, as well as the processes of evaluation an idea, assessing the market, and implementing a new venture. Finally, students will examine business case studies for both successful and unsuccessful media start-ups. 3 graduate hours. No professional credit. Credit is not given for both ADV 409 and ADV 509. Prerequisite: Limited to MS Advertising students.

ADV 550 Foundations of Advertising credit: 3 Hours.
Explores the development of American advertising through the 20th and into the early 21st century. Analyzes and evaluates American advertising through these primary areas: ethics, advertising philosophies, advertising structure, advertising education, its broader social impact, the role of media and technologies, and its place within a global framework. Prerequisite: Consent of department.

ADV 580 Advertising Theory credit: 3 Hours.
Reviews classic and contemporary theories used in advertising research and practice with multidisciplinary emphasis. Through reading, discussion and independent research, students will understand how basic social science and humanities research and advertising scholarship are related; how theories and concepts are applied, adapted, constrained and combined when applied to advertising and other communication issues; and how research evolves over time.

ADV 581 Quantitative Research Methods in Adv credit: 3 Hours.
Provides students with an overview of quantitative research methodology in advertising and consumer behavior. Students will learn appropriate uses and techniques for conducting exploratory (e.g., focus groups, literature searches), descriptive (e.g., observational techniques, surveys), and casual (randomized- and quasi-experiments) research. Ethical considerations in research, and limitations of quantitative research will play an important role throughout the course. Students will learn basic descriptive and inferential statistical analyses to help analyze, and make sense of quantitative data. Prerequisite: Basic statistics course.
ADV 582 Qualitative Rsrch in Advert credit: 3 Hours.
Treatment of basic research concepts and procedures in the social sciences with emphasis on advertising. Prerequisite: Consent of the department.

ADV 587 Graduate Seminar I credit: 3 Hours.
Provides advertising students and faculty the opportunity to interact on significant topics. It draws on a wide range of perspectives to explore not only foundational theories and research in advertising, but also current issues, contemporary analytical approaches, and emerging trends in advertising scholarship and practice. Prerequisite: Consent of department.

ADV 588 Graduate Seminar II credit: 3 Hours.
Students write research proposals in this course. Prerequisite: The grade of B or better in ADV 587.

ADV 590 Special Topics in Advertising credit: 1 to 4 Hours.
May be repeated in the same or in multiple semesters if topics vary. Prerequisite: Consent of department.

ADV 594 Advanced Topics in Advertising credit: 4 Hours.
This seminar explores topics associated with advertising theory and research. Topics will vary across different course offerings. They will include classic elements of advertising theory (e.g. persuasion, attitudes, cognition, emotion, motivation), as well as current research frontiers (e.g. decision-making, computational advertising, psychophysiology, gaming, social media). 4 graduate hours. No professional credit. May be repeated up to 12 hours, if topics vary. Prerequisite: Ph.D. student or instructor approval.

ADV 597 Proseminar in Advertising credit: 1 Hour.
Current topics, cases, and research in advertising are presented in a forum that fosters critical thinking and engagement. Weekly presentation and discussion of current research and cases by faculty, undergraduate/graduate students, visiting scholars and visiting professionals. Approved for S/U grading only. May be repeated up to 4 graduate hours in separate terms.

ADV 598 Professional Project credit: 0 or 6 Hours.
This course serves as a capstone, requiring the student to demonstrate a mastery of knowledge in the primary areas of advertising. Approved for S/U grading only. May be repeated in separate terms to a maximum of 6 hours. Prerequisite: A grade of B or better in ADV 588.

ADV 599 Thesis Research credit: 0 to 6 Hours.
Approved for S/U grading only. May be repeated in separate terms. Prerequisite: ADV 588 and consent of the department.

BADM Class Schedule (https://courses.illinois.edu/schedule/DEFAULT/BADM)

Business Administration Courses

BADM 503 Classics in Business Admin credit: 2 Hours.
Graduate seminar. Presents foundational literature to introduce the theoretical origins of the different areas of Business Administration and explores the linkages among these areas. Outlines the impact of the foundational works on subsequent research. Approved for S/U grading only. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 504 Phil of Science and Bus Admin credit: 2 Hours.
Introduction to philosophy of science that focuses on the nature of discovering and justifying knowledge in the business disciplines. Specific issues of interest are the nature of scientific truth, validation of theories, prediction and explanation. Discusses applications to research in various business disciplines. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 505 Stat Analysis w/Business App credit: 4 Hours.
This topics course introduces the student to the theory and applications of probability (deduction), statistics (inference) and data analysis (linear models) that are relevant for the conduct of research in Business Administration. May be repeated to a maximum of 8 hours. Students may take each section (A and B) once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

Research methodology for the study of administrative, industrial, and consumer behavior and organizations; Foundations of measurement - Construct definition, Domain delineation, Reliability, Dimensionality, and Validity, Reliability analysis, Exploratory and Confirmatory factor analysis; Alternative methods of data collection - laboratory experimentation, survey research design, and qualitative research. A completed individual research project involving the development of an entire method is formally presented in class and submitted as a paper. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 508 Leadership and Teams credit: 2 or 4 Hours.
Develops and integrates fundamental behavioral concepts and theory having administrative applications; initially focuses on the individual decision maker and ultimately includes interpersonal, organizational, and social structures and influences; and develops strategies and methods of research on behavioral applications in business.

BADM 509 Managing Organizations credit: 2 or 4 Hours.
Examines and analyzes the organization as a social system and the impact of its various components on work attitudes and behavior; topics include the development of organizational structures, organizational effectiveness, decision making and policy formulation, leadership, and change.

BADM 510 Founds of Organizational Behav credit: 4 Hours.
Introduction to the principal theories and important empirical research in various disciplines that study organizations; in addition to examination of the subject matter content of various disciplines, students critically examine the capacities and limitations of the various fields to make contributions to the study of organizations. Same as PS 514, PSYC 553, and SOC 575. Prerequisite: Enrollment as a major in organizational sciences in a cooperating program or consent of instructor.

BADM 511 Topics in Personnel Mgmt credit: 4 Hours.
Examines the organization and administration of the personnel function in management; the relations of personnel administration to operating departments and the scope of business and industrial personnel services; analytical appraisal of policies and practices in selected areas of personnel administration, such as selection and training, carried out through case studies and direct industrial contracts; and specific consideration given to problems up to and including placing the person on a job. Same as LER 548. Prerequisite: Consent of instructor.

BADM 512 HR Management and Strategy credit: 4 Hours.
Same as LER 565. See LER 565.

BADM 514 Managing Innovation credit: 2 Hours.
Provides a solid grounding to students interested in managing various aspects of the innovation process that facilitate the creation, synthesis, and organization of knowledge for the development of economically valued products, processes, and services within organizations. Covers both the analytic frameworks for understanding the innovation process as well as the strategic and organizational challenges involved in managing technological innovation. Specifically focuses on managerial actions that create the organizational environment in which new opportunities are identified and new business models are developed to create value. Prerequisite: BADM 508 or consent of the instructor.
BADM 518  Adv Topics in Org Behavior  credit: 2 Hours.
Review and analysis of major organization theory topics stressing
the sociological, economic and managerial foundations or macro
organizational behavior. Topics include: the role of the social and
economic environment on the functions, evolution and transformation of
individual organizations; and inter-organizational relations, the ecology
of organizations and institutional factors that shape organization action.
May be repeated in the same or separate terms to a maximum of 4 hours.
Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 519  Adv Topics in Org Theory  credit: 4 Hours.
Seminars in topics of organizational behavior and organizational theory.
Topics include: Seminar in Organizational Behavior (explores the most
recent research in the field of Organizational Behavior); and Seminar in
Organizational Theory (explores the most recent research in the field of
Organizational Theory). May be repeated in the same or separate terms
to a maximum of 8 hours. Students may take multiple topics under the
course designation, but can only take each topic once for credit towards
degree requirements. Prerequisite: Ph.D. standing in BADM or consent of
instructor.

BADM 520  Marketing Management  credit: 2 or 4 Hours.
Introduces concepts useful in understanding marketing systems and
buyer behavior in addition to developing skills in making marketing
decisions; the orientation is primarily managerial and uses examples
from both business and non-business contexts.

BADM 521  Marketing Strategy  credit: 4 Hours.
Formal analysis of strategy drawing on concepts from the theory of
games, decision theory, value theory, and information theory; topics cover
elements of game models, classes of decision problems, games against
nature, modern utility theory, information theory, group decision making,
statistical decision theory, and linear and nonlinear optimization.

BADM 522  Marketing Models  credit: 4 Hours.
Concepts, methods, and applications of decision modeling to marketing
issues including segmentation, targeting and positioning, new product
design and development, advertising, sales force and promotion planning,
and sales forecasting. Assists students to build "smart" spreadsheets to
improve marketing decisions.

BADM 523  Consumer Behavior  credit: 4 Hours.
Studies alternative models of buyer behavior, focuses attention on
psychological, sociological, and economic factors including motivation,
learning, attitudes, personality, reference groups, social stratification,
demographics, life-styles, and cross-cultural differences and their impact
on purchasing, consumption, and choice decisions.

BADM 524  Pricing Strategy and Tactics  credit: 4 Hours.
Develops concepts and techniques for formulating and administering
prices in a variety of business situations. Focuses on understanding
the internal and external environment through relevant information
acquisition and analysis for developing appropriate pricing strategies and
tactics.

BADM 525  New Product Development  credit: 2 or 4 Hours.
The decisions on the firm's total market offer, including such topics
as use of market analysis in making decisions on assortment,
product development, pricing, packaging, branding, and sales
forecasting; coordination of these decisions and actions with market
communications, physical movement, production, finance, and the overall
goals and policies of the firm; and emphasizes the use of analytic and
research methods in making assortment and product decisions.

BADM 526  Marketing to Organizations  credit: 4 Hours.
Case and discussion-based course that focuses on how firms that
are engaged in marketing to organizations. Examines how to identify
competitive marketing advantages, assess market needs, and leverage or
sustain these advantages.

BADM 527  Sales Force Management  credit: 4 Hours.
Examines primary elements and problems in the area of sales force
management; studies such topics as the dyadic interaction between
the buyer and seller, the sales presentation, important salesperson
characteristics, the selection, training, assignment, motivation, and
compensation of salespeople, supervision and evaluation of the sales
force, and coordination of the sales force with other elements in a firm's
marketing program. Uses case studies.

BADM 528  Promotional Strategy  credit: 4 Hours.
Management orientation to promotional strategy for the medium and
large size organization: includes analyses of the primary elements of the
promotional function from both qualitative and quantitative perspectives
emphasizing such factors as (1) selection among alternative promotional
tools, (2) the promotional budgeting and allocation process, and (3)
determination of appropriate messages and media schedules for given
product/market situations. Explores widely used models in depth for
strategic usefulness; emphasizes case analysis and contemporary
situations.

BADM 529  Marketing Research  credit: 4 Hours.
Examines the collection and analysis of information applied to marketing
decisions; stresses quantitative methods including samplings, scalings,
experimental design, forecasting, and multivariate procedures through
the use of class projects on actual market research problems.

BADM 531  Survey Methods in Mkt Res  credit: 4 Hours.
Analysis of survey methods in marketing with emphasis on sample
design, data collection, and data processing; an advanced course in the
methods required to design, implement, and evaluate a research project.
Same as SOC 576.

BADM 532  Sust Products for Subsistence  credit: 4 Hours.
Focuses on sustainable product and market development for subsistence
marketplaces; virtual immersion in subsistence contexts; emersion of
principles for business, design, and engineering; idea generation and
evaluation by groups of business, engineering, and design students;
optional international field trip over winter break; option to enroll in
a spring course on developing product prototype and business plan.
Prerequisite: Application process.

BADM 533  Sustainable Prod & Bus Plans  credit: 4 Hours.
Project based course focusing on systematic approach for designing
sustainable products and developing business plans that address
the issues of economic, social and ecological sustainability; covers
concept generation and evaluation, detailed design, cost modeling,
testing & prototyping, and sustainable business plan development;
also a continuing course for students enrolled in sustainable product
and market development for subsistence marketplaces. Prerequisite:
Application Process.

BADM 534  Marketing Theory and Systems  credit: 2 Hours.
Detailed review of approaches to marketing theory. Specific emphasis on
understanding the development of marketing theory and current trends in
marketing thought. By a comprehensive review of selected literature, the
student will be prepared to interpret and conduct research in marketing.
Prerequisite: Ph.D. standing in BADM or consent of instructor.
BADM 537  Advanced Topics in Marketing  credit: 4 Hours.
Seminar on topics associated with the development of marketing theory. Topics may vary from year to year, and include classics in marketing exchange, development, and thought as well as current research frontiers involving product usage, market definition, data base modeling, and pricing. May be repeated to a maximum of 8 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 538  Res Sem in Consumer Behavior  credit: 4 Hours.
Advanced doctoral level seminar which critically examines the relevance of behavioral and social constructs for generating consumer behavior theories. It specifically discusses the need for, and procedures with which to modify behavioral/social processes. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 539  Math Models in Marketing  credit: 4 Hours.
Seminar in model building as a tool for research in marketing. Application of the mathematics of optimization, dynamics, linear algebra and games to marketing topics including consumer choice, retailing, price promotions, advertising, personal selling, positioning, new product diffusion. Research project using marketing models required. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 542  Competitive Analysis  credit: 4 Hours.
Develops concepts and techniques critical for formulating competitive strategy in a variety of business environments. Focuses on analyzing the structure of industries, the evolution of this structure, the pattern of interaction among competitors, and the competitive position and advantage of firms in the industry.

BADM 543  Technology Strategy  credit: 2 or 4 Hours.
Technological change is a fundamental challenge and opportunity for business leaders in the modern economy. This course deals with concepts and analytical frameworks for strategizing and managing in an environment of technological upheaval and constant innovation. Broadly, students are exposed to ideas about how firms create value through new technologies, and how they in turn capture some of that value to make profits. Specific topics include sources and patterns of innovation, business models, first mover advantages, barriers to imitation, technology commercialization modes, network effects and standards competition, creative destruction and technological disruption, alliances and collaboration, and strategic renewal. The course aims to impart the strategic toolkits and skills required to manage dynamic technology-intensive businesses. 2 or 4 graduate hours. No professional credit.

BADM 544  Strategic Management  credit: 2 or 4 Hours.
Policy construction and planning of policy implementation at the executive level; case studies of company-wide situations from the management point of view; and integration and application of material from previous courses. Credit is not given for both BADM 544 and BADM 339. Prerequisite: BADM 509, BADM 520, and BADM 567, FIN 520, or equivalent.

BADM 545  Found of Strategy Research  credit: 2 Hours.
Seminars on topics in the development of strategic management theory. Topics include: Classics in Strategic Management (explores the historical development of the foundational literature of strategic management); and Theory Development and Assessment in Strategic Management (focuses on the process of conducting and critiquing research in the field). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 546  Strategy Content Research  credit: 2 Hours.
Seminar covering the foundations of strategy content and formulation research. Topics include: Economic Theories in Strategic Management (including strategic management applications of industrial organization economics); and Economic Approaches to Strategic Management Research (including transaction costs, resource-based and property rights research). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 547  Strategy Process Research  credit: 2 Hours.
Seminar on research into strategy formulation and implementation processes. Topics include: Behavioral Theories in Strategic Management (theoretical and empirical research on complex organizations and their environments); and Behavioral Approaches to Strategic Management Research (behavioral research into strategy formulation and implementation processes). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 548  Corp & Comp Strategy Research  credit: 2 Hours.
Research seminars on topics in firm-level and business-level strategy. Topics include: Corporate Strategy (explores issues associated with the scope of the firm, corporate governance and value creation), and Competitive Strategy (focuses on strategic positioning, timing, competitive advantage and sustainability). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 549  Current Strategy Research  credit: 2 Hours.
Seminar on current theoretical and empirical research relating to emerging areas of knowledge in the strategic management field. Reflecting the emphasis of current research on strategic and organizational phenomena, topics vary from year to year. May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.
BADM 551 Managing Intellectual Property credit: 2 Hours.
Knowledge assets - technologies, knowhow, creative works, reputations, talent, and customer relationships - are critical drivers of business today. Intellectual property (IP) of various types (patents, copyrights, trade secrets, trademarks, etc.) can confer valuable rights over these knowledge assets, which makes intellectual property strategy a vital skill in the modern manager's professional toolkit. This course provides an introduction to different IP types and an in-depth exploration of the strategic issues entailed in using (obtained, licensing and enforcing) IP rights in business. It examines how IP strategies can be used to support the company's overall strategy, and how the two can be better aligned. The end goal is to develop the business manager's vocabulary, understanding, and strategic thinking in dealing with intellectual property as tools for competitive business success. 2 graduate hours. No professional credit.

BADM 552 Legal Aspects of Mgt Decisions credit: 4 Hours.
The legal environment in which business decisions are made, including the legal system and the role of courts, government taxation and regulation of business, administrative law, antitrust law, labor law, and trends in the law affecting business policy.

BADM 553 Ethical Dilemmas in Business credit: 4 Hours.
Examines business decision making and the role ethics plays in that process. Analysis of how managers behave and whether ethical choices are knowingly made or only realized thereafter.

BADM 554 Enterprise Database Management credit: 4 Hours.
Examines the design and management of enterprise-wide data base systems. Topics include: (1) information modeling and presentation; (2) computerized methods for organizing information; (3) object-oriented information representation; (4) web-based enterprise information systems; and (5) business application and management of enterprise data base systems. Credit is not given for both BADM 554 and BADM 352.

BADM 555 Info Sys Development and Mgt credit: 4 Hours.
Addresses issues relevant to the development of large-scale information systems including systems concepts and thinking, systems development life cycle, objectives, methodology and deliverables in each phase, behavioral implications of systems development and integration information systems with business processes. Credit is not given for both BADM 555 and BADM 353.

BADM 556 Electronic Commerce credit: 4 Hours.
Graduate seminar in Electronic Commerce (EC), focusing on the integration of IT and business models. Topics include: (1) business-to-consumer EC; (2) business-to-business EC; (3) enterprise information management; (4) infrastructure development; (5) knowledge management; and (6) EC strategy.

BADM 557 Dec Support and Knowledge Mgt credit: 4 Hours.
This graduate level course examines emerging information technologies, in particular based on the Internet and mobile applications, to support management decisions. This course combines the technical, business and managerial aspects of developing advanced electronic business systems. Credit is not given for both BADM 557 and BADM 453.

BADM 558 Software Prog Dev and Mgmt credit: 4 Hours.
Graduate level course. Covers software development principles and implementations. Course topics include: Object-oriented programming, Java, C, C++, C#, with Java as the main language of implementation.

BADM 559 Enterprise IT Governance credit: 4 Hours.
Addresses enterprise IT governance, with a focus on (1) IT governance strategy, including strategic mapping, IT portfolio management, and IT risks assessment; (2) IT control frameworks for organizing IT processes and defining management control objectives, and (9) Trustworthy information management.

BADM 561 Found of IS/IT Research credit: 4 Hours.
Doctoral seminar aimed at preparing students for conducting research in the IS/IT area. Topics covered include: IS/IT research methods, approaches, and applications. Different research perspectives are surveyed. Emphasizes the scholarly process and the development of IS/IT research programs for an academic career. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 562 Social Media Strategy credit: 4 Hours.
Managers in firms today must be equipped to deal with the new reality of a socially connected society. In this course, students will improve their analytical capabilities and understanding of the opportunities and challenges that social media, global collaboration and new ways of engaging customers pose for the firm. An emphasis will be placed on managerial decision making in the context of the social media phenomenon. 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA, MSTM, or PMBA program or in the IT Graduate Minor/Concentration.

BADM 563 Operations Strategy credit: 4 Hours.
The main objective of this course is to examine how manufacturing and operations can be used as sources of competitive advantage. Some firms compete based on innovation and high-performing products. Others may rely on rapid delivery, flexibility to accommodate specific customer needs, or cost leadership. The capabilities that allow the pursuit of these strategies are usually the result of well formulated and executed operations strategies. This course illuminates the fundamental drivers that make the pursuit of these and other strategies possible 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA or MSTM program, or the Supply Chain Management Concentration.

BADM 564 Business Process Improvement credit: 4 Hours.
The main objective of this course is to learn tools and techniques for process improvement that are commonly used today under organizational initiatives such as Lean Management and Six Sigma. Classes will consist of lecture-discussions and problem solving exercises, and demonstrations and practice of the use of software for statistical analyses. 4 graduate hours. No professional credit. Prerequisite: BADM 567, MBA 502 MSP, or consent of instructor.

BADM 565 Design & Mgt of Service Sys credit: 4 Hours.
Focuses on unique challenges arising in services because customers cannot be separated from service creation and delivery processes; emphasizes integration of operations, marketing, and human resources management; and includes topics such as design/delivery of services, service quality/productivity, and strategic role of information technology in services.

BADM 566 Supply Chain Management credit: 2 or 4 Hours.
Focuses on how to manage flows of products and services from raw material sources to final customers and associate flows of information. Helps students to develop a system view of measuring channel performance, integrating cross-functional activities, and coordinating processes across organizations.
BADM 567 Process Management credit: 2 or 4 Hours. Introductory course in decision-making problems in production; includes the theoretical foundations for production management as well as the applications of decision-making techniques to production problems in the firm; and considers production processes, plant layout, maintenance, scheduling, quality control, and production control in particular.

BADM 568 Planning and Control Systems credit: 4 Hours. In-depth treatment of concepts involved in designing and implementing planning and control systems within the context of a dynamic environment; particular emphasis on the systematic use of information to maintain the efficient flow of materials, utilization of people and technology, coordination with suppliers, and communication with customers.

BADM 569 Res Topics in Operations Mgt credit: 4 Hours. Current and classical literature in the area of Operations Management. The topics covered may vary from year to year and may include performance measures, inventory management, planning, scheduling, location, layout, product design, process design, and forecasting. May be repeated in the same or separate terms to a maximum of 12 hours. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 570 Power & Leadership in Orgs credit: 4 Hours. Organizations are political systems, so leadership is a political task that raises practical, ethical, and personal challenges. This course aims to help students better understand power in organizations and to become more effective political actors in their professional careers. The course will address normative questions about power’s legitimate purposes and the ethical constraints which should govern its use. We will also consider how the pursuit and attainment of power can affect people. In addition, the course will explore the nature of leadership and its relationship to power. Leadership, as we shall come to see in the course of the class, is an inherently ethical and personal concept. The course considers both realism and idealism, both “getting things done” and “doing the right thing.” The course involves reading a large number of cases and attempting to learn from the experiences of successful and failed organizational politicians/leaders. We will also draw upon a large body of popular management literature and social scientific research which has directly addressed the phenomena of power and leadership in and around organizations. The course will be highly interactive and discussion-based. 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA, PMBA, or MSTM program.

BADM 572 Stat for Mgt Decision Making credit: 2 or 4 Hours. The application of classical and modern statistics for business decision making. The level of the course assumes some prior knowledge of basic statistics as well as facility with elementary calculus.

BADM 573 Quant Analysis of Decisions credit: 2 or 4 Hours. Introduction to operations research techniques; topics include the construction and solution of linear models under certainty, and the construction of probabilistic models, specifically queuing theory, Markov chains, and sequential decisions.

BADM 574 Simulation and Risk Analysis credit: 2 Hours. This course provides quantitative tools for solution of management problems involving risk, competing objectives, and complex constraints. The course will provide hands-on experience with techniques for solving these problems, with a particular emphasis on models and methods that enable managers to proactively manage and mitigate risk, obtain insight, and support decision making. Models are illustrated with applications to operations management, finance, and marketing, with a particular emphasis on issues associated with project portfolio management. Hands-on modeling skills are developed using spreadsheet-based software tools. We will consider challenges that executives and organizations encounter when implementing these approaches, and demonstrate how mathematical models can improve on “seat of the pants” methods.

BADM 575 Systems Modeling & Simulation credit: 4 Hours. Elements of computer simulations, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running, and of interpreting computer simulations. Same as CS 545. Prerequisite: CS 105 or CS 125 and STAT 400, or equivalent background in computer and statistical principles, or consent of the instructor.

BADM 576 Math Prog for Mgmt Science credit: 4 Hours. Application of Markov processes to describe, analyze, and design systems of interest in management science, including queues, inventory, production, brand loyalty, stock market, and other applications. Prerequisite: MATH 461 or STAT 400, or equivalent.

BADM 579 Math Prog for Mgmt Science credit: 4 Hours. Mathematical programming models (linear, integer, quadratic, nonlinear, dynamic, and combinatorial) used to describe, analyze, and design systems such as production, transportation, scheduling, and planning. Prerequisite: MATH 415 or equivalent.

BADM 580 Multinational Management credit: 4 Hours. Examines critical issues facing managers who work in multinational firms. Designed to develop students’ skills for working in a global business environment. Topics include foreign market entry strategies, global management of the functional areas of business, and management and control of multinational firms in the global marketplace.

BADM 582 Current Topics in Intl Bus credit: 4 Hours. Continuation of BADM 581. Examines topics related to management and integration of multinational firms not covered in BADM 582. Possible topics include foreign investment decisionmaking, global manufacturing and supply chain management, international joint ventures and strategic alliances, cross-border mergers, global R&D, and global strategic human resource management. May be repeated.

BADM 583 Global Marketing credit: 4 Hours. Analyzes marketing strategy across national boundaries, the problems of marketing within foreign countries, and the coordination of global marketing programs. Includes problems faced by the exporter, licensor, joint venture, and multinational firm. The full range of market activities are discussed from a global perspective.

BADM 584 Intl Comparative Management credit: 4 Hours. Compares and contrasts different regional/national business systems and organizational practices including those from both developed and developing countries. Designed to advance students’ global management knowledge and cross-cultural skills for functioning effectively in a transnational economy. Includes an optional overseas study trip to visit local companies and subsidiaries of multinational firms.
**BADM 589   Project Management   credit: 2 Hours.**
The objective of this course is to master the principles of efficient project planning and control - needs analysis, work breakdown, scheduling, resource allocation, risk management, and performance tracking and evaluation - within the timeframe and cost projections stated in the overview section. Concepts and techniques will be developed by navigating through a recent textbook in project management and through a popular project management software package. In addition, task teams of five members each will have the opportunity to hone skills through homework problem sets and a comprehensive project plan.

**BADM 590   Seminar in Business Admin   credit: 0 to 4 Hours.**
Special topics in the general area of business. Topics are selected by the instructor at the beginning of each term. Approved for letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

**BADM 591   Proseminar in Business Admin   credit: 0 to 4 Hours.**
Lectures in topics of current interest not covered by regular course offerings. Subjects are announced in the Class Schedule. Approved for letter and S/U grading. May be repeated in the same term and/or separate terms as topics vary; unlimited credit hours for graduate and professional students.

**BADM 593   Research in Special Fields   credit: 1 to 8 Hours.**
Approved for both letter and S/U grading.

**BADM 594   Independent Study and Research   credit: 2 or 4 Hours.**
Directed reading and research. Approved for both letter and S/U grading. May be repeated in the same term and/or separate terms as topics vary; unlimited credit hours for graduate and professional students.

**BADM 595   Business Fundamentals   credit: 2 Hours.**
Designed to provide a cohesive understanding of marketing from a managerial perspective. Students will learn how to develop a coherent and comprehensive marketing strategy for a product or service. Specifically, it provides the conceptual frameworks and tools necessary to create superior customer value, capture the value through appropriate pricing mechanisms, persuasively communicate and profitably deliver that value, and sustain both the value and the performance in the face of ever-changing customer needs and competitive offerings. Students examine companies by matching their internal strengths and weaknesses with opportunities and threats posed by their environments. Students learn to spot and evaluate opportunities for new ventures and examine the totality of a business proposal.

**BADM 596   Entship for Prof Scientists   credit: 1 Hour.**
Focuses on how to start and grow a business. The first part of the course concentrates on opportunity evaluation and business plan development. The second part explores the strategic challenges of managing growth and realizing value.

**BADM 597   Global Strategy   credit: 1 Hour.**
Provides an overview of competition in the global environment. Introduces several key frameworks for understanding how firms create value by matching their internal strengths and weaknesses with the opportunities and threats posed by their environments. Examines how value creation differs as firms compete in a global setting. The course builds on innovative managerial theory, and applies key learning using cases and managerial exercises.

**BADM 598   Managing Tech & Innovation   credit: 1 Hour.**
Innovation and technology management deals with understanding how innovation affects the competitive dynamics of markets and how firms can strategically manage innovation. Introduces and employs various tools, concepts, and analytical frameworks that enhance our ability to define and analyze strategic problems that stem from innovation and technological change, and to identify sources of competitive advantage from both an industry and firm-level perspective.

**BADM 599   Dissertation Research   credit: 0 to 16 Hours.**
Required of all students writing doctoral dissertations in business administration; guidance in writing theses and seminar discussions of interim progress reports. Approved for S/U grading only. May be repeated in the same term and/or separate terms as topics vary; unlimited credit hours for graduate and professional students.